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'Shape Your Self' to Succeed

**TENNIS LEGEND
MARTINA NAVRATILOVA
SHARES THE SECRETS
OF A WINNING LIFE**



Editor's Welcome

Today, as I write this, it is April 22, and, throughout this lovely world of ours, more than 500 million people in 174 countries are participating in the 28th annual observance of Earth Day. "Green" is clearly a color whose time has arrived.

For years, our industry has been exploring the need for, and the possibilities of, "going green"—of employing sustainable, environmentally friendly materials and practices to protect both the earth and all of the inhabitants thereof. The results have ranged from minimalist (fluorescent lights powered by Spinning bikes) to major (clubs warmed by geothermal heat pumps).

Now, however, we seem to have arrived at a new plateau. Phrases such as "a tsunami," "a tipping point," and "the perfect storm" are often overused, and, in this case, might also overstate the facts, but it's obvious that there's been a seismic shift: in understanding, efforts, and, importantly, *appreciation*.

One can't pick up an industry publication without seeing a "green" headline—"Earth-Friendly Fitness" touts the cover of the current issue of *Club Solutions*. And one can't attend an industry event without hearing a "green" presentation. In March, at IHRSA's 27th Annual International Convention and Trade Show in San Diego, there were no less than three: "Operating 'Green,'" with John Kersh, the president of Citrus Gym Franchising; "The Benefits of 'Going Green,'" with architect Gary Graham; and "Healthy People, Healthy Planet, Healthy Profits," with Phillip Mills, the director of Les Mills International.

This month, *CBI* turns to the topic in "The Green Club Effect," by Editor Jennifer H. McInerney. Checking in with club companies that do business from coast to coast, McInerney was impressed,

and genuinely inspired, by what she discovered. "I was amazed at the progress so many operators have made in devising green strategies," she reports. "And best of all, they're thinking long-term—not stopping at what they've already achieved, but planning for tomorrow.

"Treading as lightly as possibly on the planet and using its resources efficiently aren't just a few pro-forma paragraphs in their business plan," she attests. "It's part of their daily lifestyle, part of the very fabric of their existence."

One of the people that McInerney interviewed, Tom Maraday, the senior vice president of Plus One Health Management, Inc., based in New York City, summed up the issue most concisely and wisely. "As an industry," he pointed out, "we're in the business of improving people's lives, so what better way to do that than to promote environmentally conscious practices?" We couldn't agree more... which is why, each month, we'll be returning to the subject in a new *CBI* feature, "Green Scene."

We'd like to make *every* day a fit and healthy Earth Day. —

— Craig R. Waters, c.waters@fit-etc.com

The mission of IHRSA is to grow, protect, and promote the industry, and to provide its members with benefits that will help them be more successful.

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Public Service

Equinox, Life Fitness Partner for Heart Health



Life Fitness drives Equinox

To celebrate Heart Health Month in February, the Equinox Fitness Clubs and Life Fitness, a leading fitness equipment manufacturer, joined forces to raise more than \$24,000 for the American Heart Association (AHA). Together, they launched the first annual Treadmill Mile-A-Thon, which made use of Life Fitness Elevation Series treadmills at Equinox's 41 centers throughout the U.S. For every mile that a participant ran or walked, the AHA received a dollar donation from the two companies. The thousands of exercisers participating in the event logged a total of 24,502 miles, which brought the fundraising total to \$24,502.

"The Mile-A-Thon is a great incentive for our members to exercise, not only to benefit their own health, but also to improve the health of others through the American Heart Association," notes Equinox COO Scott Rosen. "Equinox is committed to our members' health, as well as the health of our community. We're thrilled that our members were able to raise this much for a worthy cause." —

Business Development

Plus One Googles Itself



Mike Motta

In conducting a search for the right company to manage its corporate health initiatives, Google came up with a promising hit: Plus One Health Management, Inc., an IHRSA member. Plus One recently assumed responsibility for the operation of seven Google fitness centers, including four locations at the online search-giant's Mountain View, California, headquarters; one at YouTube's San Bruno, California, offices; and two Google facilities outside of Atlanta.

In addition to overseeing the centers and redesigning certain elements of specific facilities,

Plus One will help launch Google's new "G-fit" fitness brand, which will encompass proprietary systems for hospitality, technology, and exercise program delivery.

Plus One, based in New York City, designs, develops, and manages corporate and commercial fitness centers, luxury spas, and wellness centers for Fortune 500 companies, luxury hotel properties, and other companies. The company was cofounded in 1986 by Mike Motta, who continues to serve as its president and chairman. —

Expansion

Midtown Athletic Undergoing \$6.6-million Expansion

After more than a dozen years of careful planning, the Midtown Athletic Club in Rochester, New York, has unveiled plans for a \$6.6-million renovation. Phase one includes a suite of mind-body studios, including a yoga and Pilates area accented with a soothing waterfall. Phases two and three will encompass outdoor pools, clay tennis courts, an indoor pool, and a spa. The expansion will create the equivalent of 25 full-time jobs, adding to the club's current 185 full-time, part-time, and seasonal workers.

Midtown is part of TCA Holdings, based in Chicago, which operates 11 clubs in Georgia, Florida, Illinois, Kansas, New York, and Quebec. "It's a country club in the city without the white-linen dining and the golf course," General Manager Glen Williams told the *Rochester Democrat and Chronicle*. "The term we like to use is 'the third place in a person's life after home and family and work and business.'" —

HOW ECO-FRIENDLY DEVELOPMENT AIDS THE ENVIRONMENT AND IMPROVES THE BOTTOM LINE

Around the globe, businesses and municipalities are responding, in ways both large and small, to the environmental imperative to reduce their carbon emissions by adopting greener, cleaner, more energy-efficient practices.

And the health club industry is no exception. As energy costs continue to rise—they have more than doubled since 2000—environmentally conscious entrepreneurs are constantly searching for innovative strategies to reduce the amount of waste they generate; conserve water and other precious resources; recycle materials whenever possible; eliminate the use of toxic chemicals in their operations; and convert to energy-efficient lighting, heating/cooling systems, etc., and renewable energy sources.



Making subtle, but important, changes to one's business practices is not only beneficial to the environment—it's also good, ultimately, for the bottom line.

And "going green" is not as difficult as it sounds, for either new or existing clubs, asserts Laury Hammel, president and co-owner, with Myke Farricker, of the Longfellow Clubs, based in Wayland, Massachusetts. Hammel has pioneered an ongoing quest, since 1980, for renewable resources to implement at his company's four multipurpose clubs.

"We encourage businesses to go after the low-hanging fruit, to tackle the easy stuff first and work their way toward the more complicated aspects," says Hammel, who also helped found an environmentally responsible local business leadership group, called the Sustainable Business Network (SBN).

Tom Maraday, senior vice president of Plus One Health Management, Inc., based in New York City, notes that environmentally responsible design has become much more approachable in recent years.

"Initially, one of the biggest challenges was identifying vendors in the marketplace that offer green products," he observes. "Fortunately, that's changing for the better as we speak." In his position, one of Maraday's chief responsibilities is to help with the design of facilities for the 75 club properties that Plus One manages.

Hammel, Maraday, and other forward-thinking industry executives shared their ideas and approaches to building and retrofitting health clubs to be more environmentally friendly and, ultimately, more energy- and cost-efficient.

THE 'EASY STUFF'

From both a financial and logistical standpoint, starting from scratch with green design is a straightforward, viable option that allows businesses to execute environmental responsibility on a broader, grander scale than retrofitting.

For most new-construction green projects, the ultimate goal is to achieve Leadership in Energy and Environmental Design (LEED) certification of a building's fixtures and associated practices, measured according to the LEED Green Building Rating System. This designation, developed by the U.S. Green Building Council (USGBC), is a voluntary, consensus-based, national rating tool for developing high-performance, sustainable buildings.

LEED encompasses many important considerations pertaining to green building design, including sustainable site development, water conservation, energy efficiency, materials and resources selection, and indoor environmental quality.

Both Plus One and Equinox, which has 41 locations in New York, Boston,

By Jennifer H. McInerney

club effect

Green Club Effect

Washington, D.C., Chicago, Miami, San Francisco, Los Angeles, and Dallas, have achieved LEED certification with their most recent club projects. Plus One built theClub, a state-of-the-art green fitness center inside The Hearst Tower, New York City's first occupied commercial building to earn a LEED Gold Seal. The Hearst Tower is home to 2,000 employees of Hearst Corporation, one of the largest communications companies in the world. Equinox recently completed the construction of its first completely green club, Equinox 17th Street, located inside The Caledonia, a luxury condominium in the West Chelsea section of Manhattan.

Here are but a few of the highlights from these two projects:

- In both cases, the clubs' design incorporates building materials with low Volatile Organic Compound, known as VOCs. These include adhesives and sealants used in the construction process as well as laminates on lockers and other wood fixtures.
- Another important component to these projects is the innovative inclusion of post-consumer recycled materials, such as rubber flooring, as well as countertops and cabinetry made from recycled products.
- LEED-certified heating, air conditioning, and ventilation systems have also been installed at both locations. This latest technology reduces energy consumption and improves interior air quality for the health of exercisers.

Though financial return-on-investment (ROI) figures are not yet available, unprecedented energy efficiency and cost savings are anticipated. Maraday estimates that incorporating green design into a brand-new club installation raises the overall price tag by only 2%-3%. But the benefits go well beyond the financial.

"The objective is, obviously, to be more environmentally conscious, but also to educate our members around ways to save energy by showcasing the latest green technologies," explains Paul Boardman,



Equinox's yoga studio employs 'daylighting' and renewable bamboo flooring

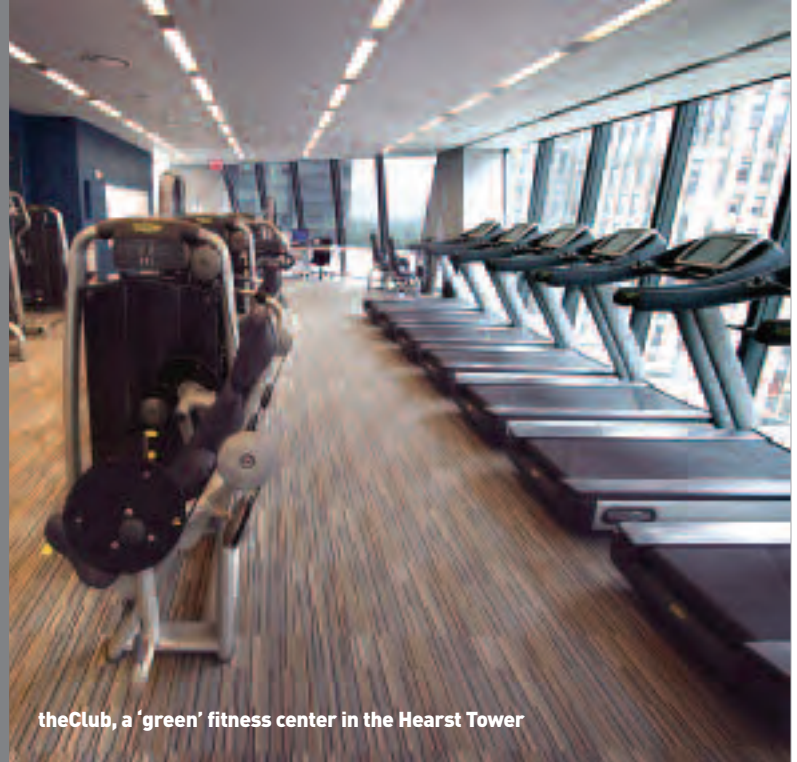
executive vice president/chief design officer for Equinox.

While starting with a clean slate certainly poses many advantages, there are plenty of small improvements that existing clubs can undertake to significantly decrease their overall environmental impact.

Among the “low-hanging fruit” is lighting. At the Natick Longfellow location, for example, converting all the light bulbs from 1,000-watt incandescents to energy-efficient compact fluorescents (CFL) constituted a cost-savings of 33%, Hammel reveals. The club’s local electricity provider, Boston Edison, offers a program to assist businesses in making the switch; Hammel advises operators nationwide to contact their local utility companies to inquire about similar options.

In the Longfellow Clubs’ restrooms, Hammel and his team have offered their members a simple solution to the problem of paper-towel waste: the XLERATOR automatic hand dryer. This powerful air-drying system works quickly (about 10-15 seconds) and effectively; uses an estimated 80% less energy than traditional hand dryers; and represents an estimated 95% cost savings over paper towels, which cannot be recycled or reused. In club locker rooms, water-saving showerheads are also becoming more popular—and they can be added to new or existing bathroom facilities. At Equinox’s green club, the showers are equipped with nozzles that are designed to create the experience of a 3-4-gallon-per-minute shower, but actually use only 1.6 gallons per minute.

Another improvement being implemented at both new and existing clubs is the elimination of all paperwork associated with enrollment and membership. A variety of computer software programs have been designed specifically to help clubs manage all of their contracts and scheduling in a paperless fashion. “For the thousands of members who come through our doors, we’ve eliminated three to four pieces of paper per person,” notes Maraday.



g OING FOR GREEN

One of the most innovative examples of tapping advanced technology to harness the power of renewable resources can be found at the Life Time Fitness location in White Bear Lake, Minnesota (formerly the White Bear Lake Athletic and Swim Club). In 2002, the club replaced its tennis bubble with a well-insulated metal building and added geothermal conduction. That is to say: the 45,000-square-foot, five-court building is heated and cooled from the earth via an elaborate system of heat source pumps and tubing buried 12' underground. The new system has saved the operation approximately \$40,000 on annual heating costs.

Hammel suspects that solar and wind energy will likely be the next two renewable resources to become heavily integrated into club environments, once the cost and ROI become more appealing. In the meantime, he has introduced other groundbreaking technologies into his clubs, including a non-chlorinated water-filtration system for swimming pools.

Making small changes to a club's operating practices is good for both the environment and the business' bottom line.

The Green Club Effect

As opposed to traditional swimming pool water, which is treated with the highly toxic chemical chlorine, Longfellow's pools are filtered with rock salt—eliminating the addition of the dangerous chlorine chemical as well as its associated odor, eye and skin irritations, and swimsuit deterioration. “There’s no added chlorine in our pools; what little chlorine there is comes naturally from the salt,” he explains. “It’s safer for our members, staff, and the environment—there’s no more chlorine to evaporate into the air or drain into the septic system. And the members love it. In fact, we’ve had many members join specifically because we don’t put chlorine in our pool water.”

Another energy-conservation concept that has proven popular with members is that of “daylighting,” or infusing interior areas with natural light. This practice, most commonly found in new construction, reduces the need for electric lighting, cuts

“We’re in the business of improving people’s lives, so what better way to do that than to promote environmentally conscious practices?”

electricity costs, and enhances the environment for exercisers. “Daylighting” has been incorporated in, among others, the White Bear project as well as Plus One’s Hearst Tower fitness center.

A behind-the-scenes alternative energy resource was recently introduced at the Longfellow Clubs’ Natick location. There, Hammel is spearheading the use of cogeneration to produce heat, electricity, domestic hot water, and swimming pool heat in a much more efficient manner. American DG Energy, located in nearby Waltham, Massachusetts, has provided an on-site 75-kilowatt cogeneration unit that will generate energy with small-scale combined heat and power equipment (CHP) and offset up to 306 tons of greenhouse gas emissions each year.

In the important area of water conservation, another of the Longfellow Clubs’ breakthroughs takes the form of waterless urinals in the men’s bathrooms. (Equinox has also included waterless urinals at its new location.) These no-flush comfort stations have a specially designed drain that employs gravity to direct urine to the building’s plumbing infrastructure.

By converting all of its flush urinals to waterless versions, the company saves 45,000 gallons of water a year—*per* urinal. While each one cost \$2,000 to purchase and install, Hammel expects to see a payback on the entire investment in less than two years. “Waterless urinals are ingenious,” he declares. “It’s something that could have happened, technologically speaking, 50 years ago.”

Similarly, Equinox is helping its membership to decrease the amount of plastic-bottle waste it generates by providing “tastier water” that exercisers can use to refill their bottles. “With our strategic partner, GE Water & Process Technologies, we have added an advanced

THREE EASY STEPS TO A GREENER CLUB

In addition to many of the initiatives mentioned in the accompanying article, here are three simple and effective actions that clubs can start taking *today* to make their operations more environmentally friendly:

1. Recycling: Providing recycling bins for paper, plastic, glass, aluminum cans, and even batteries encourages members and staff to properly dispose of, and reduce, waste. In club offices, promote the use of paperless contracts, 100% post-consumer recycled paper, and refurbished ink/printer cartridges.

2. Cleaning Products: The use of non-toxic, fume-free, natural cleaning solutions in all club areas is better for both the environment and the member experience.

3. Conference Calls: Club companies with multiple locations can save an enormous amount of fuel and reduce a significant amount of carbon emissions by conducting conference calls in lieu of inviting geographically dispersed team members to attend on-site meetings.



Source: Laury Hammel, president, The Longfellow Clubs, Wayland, Massachusetts



Equinox 'green'—Ecoresin shower doors, sustainable concrete sinks, Sensitile counters

water-filtration system that encourages a significant reduction in the use of plastic bottled water," Boardman explains. "The carbon footprint of a single bottle of water is huge! This system satisfies the need for high-quality filtered water with virtually no carbon footprint."

The collective environmentally-friendly progress that the industry has made in recent years attests to the fact that going green is not rocket science—but its impact could ultimately keep the planet in orbit for a substantially longer period of time.

"As an industry, we're in the business of improving people's lives, so what better way to do that than to promote environmentally conscious practices?" Maraday notes. "The other point is: if the cost to make your operation green is minimal, then why *wouldn't* you do it?" —

—Jennifer McInerney, j.mcinerney@fit-etc.com

THE GREEN LIGHT TO PROGRESS

For many club operators, the notion of creating an environmentally responsible venue for their members is an appealing one to consider. But actually putting "green" elements into practice may seem a bit daunting, particularly for small clubs with limited resources.

As Laury Hammel, president and co-owner of the Longfellow Clubs in Massachusetts, points out, even small fixes—such as recycling, replacing light bulbs, converting to natural cleaning products, etc.—can make a significant difference to a club's energy efficiency and bottom line, as well as to the planet.

For operators who have no idea where to begin, there's a new Website on this topic that has been created specifically for the club business. It can be found at: www.GreenHealthClubs.org. The site was created by Will Phillips, founder of REX Roundtables for Executives, to encourage club owners to "go green" and to set an example in their own communities.

"Now, as clubs focus on healthy lifestyles, it's imperative that they become leaders in healthy and sustainable environments," notes Phillips.

The Website, which was launched at the IHRSA 2008 International Convention and Trade Show, offers a free club assessment, as well as resources and tips about green products and services that would work well in a health club setting. Phillips describes the site as a "free marketplace" for sharing information so that the entire industry—from independents to large chains—can benefit. To that end, it contains contributions and guidance from club operators who have successfully implemented environmentally friendly practices into their facilities.

To promote this exciting development, GreenHealthClubs.org is offering operators who register a King Palm Tree seed to plant in their lobby as a symbol of their ongoing commitment to going green.